

**BY ORDER OF THE
SUPERINTENDENT**

**HQ UNITED STATES AIR FORCE
ACADEMY MISSION DIRECTIVE 6**



6 JULY 2017

Mission Directive

HEADQUARTERS STAFF

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAFA/A1M

Certified by: USAFA/A1
(Mr. Dale Hogue)

Pages: 23

This mission directive provides general guidance about the mission, structure, and responsibilities of the Headquarters Staff, HQ United States Air Force Academy (HQ USAFA), Colorado. USAFAMD 6 implements Air Force Policy Directive 38-6, *Mission Directives*. This mission directive does not apply to the Air Force Reserve Command (AFRC) or the Air National Guard (ANG). The organizational structure of HQ USAFA is in accordance with (IAW) Air Force Instruction (AFI) 38-101, *Air Force Organization*, and HQ USAF approved variances. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all Supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the Mission Element (ME) chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. The waiver authority for non-tiered requirements in this publication is the USAFA/CC.

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1. Mission. To educate, train and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our nation.

2. Command. The Superintendent, United States Air Force Academy (USAFA/CC):

2.1. Reports directly to the Chief of Staff of the United States Air Force.

2.2. Exercises administrative and operational control over assigned personnel, including cadets and cadet candidates.

2.3. Serves as the commanding officer of USAFA and the military installation (10 U.S.C. § 9334, *United States Code, Command and Supervision*). In this role, the Superintendent shares the role of installation commander with the Commander, 10th Air Base Wing (10 ABW/CC), and the inherent authorities associated with that of an installation commander. The Superintendent retains those installation commander responsibilities outlined in this Mission Directive and any authority and responsibility which is required to be executed by the Superintendent, a General Officer, General Court-Martial Convening Authority, Direct Reporting Unit (DRU) Commander, or the Senior Commander at an installation. All other responsibilities belong to the 10 ABW/CC and subordinate units.

2.4. Implements the Secretary of the Air Force policy.

2.5. Designated as the supported commander for character development. Supporting commanders will ensure character development is supported by and integrated throughout the 4-year Course of Instruction (COI) for academic, leadership, and physical development.

3. Headquarters (HQ) Staff. The HQ staff fulfills Major Command (MAJCOM) level roles and responsibilities, writes policies, defines requirements in support of Mission Element (MEs) (to include 10 ABW) priorities, and facilitates oversight on behalf of the Superintendent. Any new function or program will be reviewed through the corporate process and approved by the Superintendent. HQ functional organizations are the single conduit between USAFA organizations and outside agencies unless expressly identified below or in other written guidance. USAFA MEs and their units are subordinate to the HQ staff.

3.1. Superintendent (CC):

3.1.1. Organizes to provide command, control, and administrative support to accomplish USAFA's mission.

3.1.2. Ensures cadets and cadet candidates receive the knowledge and develop character attributes essential to leadership, the Air Force Ethos, and acquire the motivation to become career officers in the USAF.

3.1.3. Ensures developing and mentoring cadets and cadet candidates into officers of character are part of the duties of every member of the faculty and staff, whether officer, enlisted, or civilian.

3.1.4. Maintains and implements a 4-year COI (10 U.S.C. § 9349(b)), *United States Code, Cadets: organization; service; instruction*, that directly supports USAFA mission accomplishment.

3.1.5. Ensures the Commandant of Cadets, Dean of Faculty, Director of Athletics, and Preparatory School Commander prepare cadets and cadet candidates as future officers of character, with a warrior spirit, joint mindset and ability to lead a widely diverse military force engaged in global operations.

3.1.6. Ensures that USAFA remains accredited by the North Central Association of Colleges and Schools or its equivalent and other appropriate division or discipline specific accreditations (engineering, chemistry, Association to Advance Collegiate Schools of Business, etc.).

3.1.7. Ensures USAFA remains certified by and complies with National Collegiate Athletic Association (NCAA) and athletic conference principles and bylaws in the intercollegiate program, subject to Department of Defense (DoD) and HQ USAF directives.

3.1.8. Accepts ultimate responsibility for all aspects of the USAFA sexual assault prevention and response program, and conducts the program IAW HQ USAF guidelines. Maintains command attention aimed at eliminating sexual assault, sexual harassment and negative attitudes regarding minority groups or perceived group differences at USAFA.

3.1.9. Directs specific duties and composition of the USAFA Board. Establishes other boards or planning groups as necessary to ensure joint planning, execution, integration and assessment of the USAFA mission.

3.1.10. Maintains a current, actionable strategic plan that defines goals, objectives, tasks, metrics, and serves as strategic level guidance for the development of supporting ME plans.

3.1.11. . Maintains an exemplary installation and promotes the USAFA's reputation. Showcases USAFA as the Nation's aerospace academy, a valuable national resource, a good neighbor and a respected academic institution to the Air Force, our allies and the American public.

3.1.12. When directed, provides combat-ready forces, support, and equipment to combatant commanders.

3.2. Vice Superintendent (CV):

3.2.1. Assists in the discharge of the duties and responsibilities of the USAFA Superintendent.

- 3.2.2. Oversees the implementation of the Superintendent's policies and guidance in all areas.
- 3.2.3. Fulfills responsibilities of the Superintendent in the Superintendent's absence as directed.
- 3.2.4. Responsible for the development of plans, policies, procedures and directives to ensure successful accomplishment of the USAFA mission.
- 3.2.5. Chairs the USAFA Group which oversees financial and manpower resources, facility construction and critical IT updates.
- 3.2.6. Provides oversight of the USAFA Commander's Inspection Management Board.
- 3.2.7. Coordinates the use of private funding for the USAFA installation.
- 3.2.8. Works as the MAJCOM Services Designated Official and Services Advocate for all major service acquisitions.
- 3.2.9. Leads the General Officer Steering Council at the Pentagon to coordinate key resourcing requests/issues with Air Staff.
- 3.2.10. The Vice Superintendent oversees the Installation Resilience and Primary Prevention of Violence Division, the Equal Opportunity Division, the Installation Sexual Assault Prevention and Response Division and the Information Protection Division.
 - 3.2.10.1. Installation Resilience and Primary Prevention of Violence Programs (CVB). Serves as the Installation Community Action Information Board and Integrated Delivery System Director. Coordinates installation resilience efforts, including all mental, physical, social and spiritual fitness initiatives, programs and activities. Develops partnerships with Equal Opportunity (EO), Sexual Assault Prevention and Response (SAPR), Primary Prevention of Violence, Airman and Family Readiness Center, Alcohol Drug Action Team, Drug Demand Reduction, Threat Management Working Group, Chaplain Corps, Mental Health, Commanders, Superintendents, First Sergeants and front line supervisors.
 - 3.2.10.2. Equal Opportunity (CVE):
 - 3.2.10.2.1. Serves as principal advisor to the Superintendent, staff and tenant units on all issues regarding military and civilian EO policies, compliance and complaint resolution.
 - 3.2.10.2.2. Manages programs that promote equal opportunity, facilitates alternative dispute resolution, and conducts EO training for assigned host and tenant units. This includes all active duty, dependents, retirees, current and former civilian employees, cadets, cadet candidates, and applicants for employment.
 - 3.2.10.2.3. Ensures mission readiness by promoting a professional work environment free from personal, social and institutional barriers, allowing members to rise to highest possible level of responsibility.

3.2.10.3. Installation Sexual Assault Prevention and Response (CVS):

3.2.10.3.1. Serves as the Installation Sexual Assault Prevention and Response Coordinator (SARC).

3.2.10.3.2. Directs and oversees the SAPR program for the installation. Fosters a culture of prevention by providing education and training, response capability, victim support, reporting procedures and accountability that enhances the safety and well-being of all USAFA members.

3.2.10.3.3. Provides accurate, appropriate data for both internal and external publications.

3.2.10.3.4. Identifies and conducts essential institutional assessment projects.

3.2.10.3.5. Responds to Congressional, DoD, and HQ USAF requests for mandated assessment events.

3.2.10.3.6. Serves as the single point of contact for integrating and coordinating sexual assault victim care from an initial report of sexual assault through disposition and resolution of issues related to the victim's health and well-being for all USAFA personnel.

3.2.10.3.7. Oversees and coordinates SAPR by providing care and support to victims of sexual assault on a 24/7 basis.

3.2.10.3.8. Promotes sensitive care and confidential reporting for victims of sexual assault and accountability for those who commit these crimes.

3.3. Command Chief Master Sergeant (CCC):

3.3.1. Primary advisor to the CC and CV on all matters affecting the quality, welfare, morale, management, and leadership of enlisted personnel assigned to the USAFA.

3.3.2. Advises the Superintendent on overall management of the enlisted force and issues impacting readiness and quality of life

3.3.3. Shares role of installation Command Chief Master Sergeant with the 10 ABW Command Chief Master Sergeant.

3.3.4. Serves as the MAJCOM-level Functional Manager for USAFA First Sergeants (8F000), Command CMSgts (9E000), and Group Superintendents (9G100).

3.4. Director of Staff (DS):

3.4.1. Provides executive-level functional/technical advice and expertise to the Superintendent, Vice Superintendent, senior leaders and HQ staff directors for all matters concerning USAFA.

3.4.2. Serves as the Superintendent's primary interface with the HQ staff for daily operations.

3.4.3. Oversees, manages and integrates all activities of the HQ to include those of the Executive Administration (DSE), Protocol (DSP) and Commander's Action Group (DSX).

3.4.4. Coordinates functions dealing with the management and administration of USAFA.

3.4.5. Coordinates with Legislative Liaison (SAF/LL) for congressional inquiry responses involving USAFA.

3.5. Executive Administration (DSE):

3.5.1. Provides administrative services for the Superintendent by developing, implementing and managing Command Section correspondence, meetings and workflow policy.

3.5.2. Responsible for Command Section information processes to include correspondence central distribution point and Records Management. Maintains suspense tasking system, quality control, and provides Action Officer training.

3.5.3. Performs Information Management and Client Support Administration functions to the Superintendent.

3.6. Protocol (DSP):

3.6.1. Advises USAFA senior leadership, HQ staff, and MEs on all matters pertaining to protocol.

3.6.2. Develops and implements directives and policy for Distinguished Visitor Reporting.

3.6.3. Plans, organizes, and directs distinguished visitor itineraries, as well as social, ceremonial, and special events.

3.6.4. Manages the Superintendent's Official Representation Fund (ORF).

3.6.5. Reports, plans, and executes visits, conferences, and special events involving distinguished state, national, and international leaders.

3.7. Commander's Action Group (DSX):

3.7.1. Provides focused correspondence and messaging support, logistical planning, and quick-turn research and analysis to the Superintendent.

3.7.2. Provides direct administrative support for the Superintendent, Vice Superintendent and the Director of Staff.

3.7.3. Facilitates on-time preparation for and suitable execution of internal and external meetings and video teleconferences for the Superintendent, Vice Superintendent and the Director of Staff, to include assisting Action Officers in scheduling, preparing read-ahead materials, formatting, building agendas, recording minutes, tracking action items and communicating meeting activities.

3.7.4. Provides preparation for all speeches, remarks, presentations, ceremonies, publications and engagements involving the Superintendent, Vice Superintendent and the Director of Staff.

3.7.5. Serves as the lead for trip planning for the Superintendent, Vice Superintendent and Director of Staff. Coordinates agendas, arranges accommodations, transportation and completes travel vouchers.

3.7.6. Manages Congressional visits and hearings, facilitates National, State and local political communications, and handles legislative communications between USAFA and SAF/LL.

3.8. Commander's Support Staff (CCS):

3.8.1. Exercises administrative control of and provides personnel support to the USAFA HQ staff, the Dean of Faculty, the Director of Athletics, and the Commandant of Cadets.

3.8.2. The CSS Section Commander is on G-Series orders as delegated by the Superintendent.

3.8.3. Responsible for awards, decorations, evaluations, in/out-processing, leave, retirement, separations, and other programs associated with CSS and orderly room functions.

3.9. Culture Climate and Diversity (CCD):

3.9.1. Serves as the principal advisor to USAFA leadership ensuring diversity programs and projects are developed IAW federal, DoD, Air Force, and USAFA guidance, policy, architecture and standards. The strategic leader, diversity advocate, and principal advisor to USAFA leaders on diversity programs and issues and is the primary voice on matters of equity, diversity and inclusion. Provides strategic guidance to the Superintendent and other senior leaders on the implementation of diversity and inclusive learning best practices. Implements USAFA's Diversity Plan by building an environment in which diversity and inclusiveness are fully integrated into the mission of teaching, scholarship and community engagement. Plans and collaborates with Congressional, DoD, USAF and USAFA leadership, faculty, staff and cadets on diversity initiatives, policies and programs.

3.9.2. Coordinates agencies and programs active in USAFA's CCD efforts to streamline reporting, leverage resources, document efforts and institutionalize outcomes. Leads and directs all diversity initiatives, policies and programs at USAFA in order to advance its commitment to inclusion as a core institutional value and increase diversity in all dimensions across its faculty, staff, cadets and cadet candidates. Lead representative for cross-functional CCD Council that brings leaders together to consider subject-relevant challenges and orchestrate actions to strengthen USAFA's culture of dignity and respect. Coordinates and codifies efforts with leadership bodies such as the Board of Visitors, USAFA Board, the House and Senate Armed Services Committees, and Congressional Caucuses.

3.10. USAFA Liaison Office (CCL). Serves as a focal point for USAFA matters in the Washington DC area. Maintains liaison and communicates directly with members of Congress and their staffs and HQ USAF offices on matters relative to USAFA.

3.11. Reserve Advisor to the Superintendent (RF):

3.11.1. Serves as principal advisor to the Superintendent and senior staff on all matters relating to reserve affairs at the USAFA.

3.11.2. Oversees the daily operation of all USAFA reserve assets.

3.11.3. Budgets, recruits, assigns, mentors, and leads Air Force Reserve Command personnel at USAFA.

3.11.4. Functions as the liaison between HQ USAFA, HQ Air Force Reserve Command, Air Reserve Personnel Center, and other MAJCOMs on Air Force Reserve policies, regulations, plans and programs.

3.12. Manpower, Personnel, and Services (A1):

3.12.1. Fulfills associated MAJCOM-level responsibilities, oversees and executes manpower and personnel programs supporting military, civilian, cadets, retirees and dependent personnel assigned to or serviced by USAFA. Coordinates with HQ USAF, the Air Force Personnel Center (AFPC), other MAJCOMs, Sister-Service Academies, and other outside agencies as needed. Provides MAJCOM-level oversight of Services programs as needed.

3.12.2. Provides manpower, organizational, and process improvement programs. Validates and allocates manpower resources, processes organizational change requests and implements organizational structures IAW HQ USAF instructions, policy, and guidance. Manages General Officer, Colonel and CMSgt grade programs. Manages officer and enlisted grades IAW Air Force allocations. Develops the Program Objective Memorandum (POM) and/or budgetary submissions. Executes Strategic Sourcing programs IAW Office of Management and Budget (OMB), DoD, and AF instruction, policy, and guidance. Manages the USAFA Continuous Process Improvement (CPI) program and assists with the Airmen Powered by Innovation (API) program. Manages the command Individual Mobilization Augmentee (IMA) program and Military Personnel Appropriation (MPA) man-day programs. Reviews and validates labor contracts and voluntary service agreements.

3.12.3. Provides MAJCOM-level oversight of USAFA civilian personnel programs. Advises and assists commanders and functional managers on the most effective and efficient use of civilian resources. Manages and advises the Civilian Resource Management Committee (CRMC) on civilian resource management. Reviews civilian position descriptions and validates temporary over hire requests. Facilitates the CRMC in reviewing civilian resources, operating budget submissions, employment plans, civilian pay expenditures and establishes policies for the installation.

3.12.4. Responsible for all senior officer personnel matters to include assignments, retirements, training, decorations, performance reports, and promotions.

3.12.5. Manages and controls USAFA's officer and enlisted manning. Manages the officer Management Level Review (MLR), Enlisted Evaluation System (EES) and the Officer Evaluation System (OES) programs. Monitors Air Officer Commanding selection boards, Advanced Academic Degree programs, special duty programs, and rated management programs. Manages USAFA's officer exchange program between the United States Military Academy and the United States Naval Academy, foreign exchange program, and the officer academic absence and sabbatical assignment program. Monitors USAFA's Air Force Institute of Technology (AFIT) sponsorship program. Manages command special trophies and awards. Manages the command decorations programs as

well as provides command policy and guidance. Develops and administers command policy regarding the Military Personnel Data System (MILPDS).

3.12.6. Develops and executes cadet personnel policies, programs and procedures for all cadet personnel matters. Manages the Health Professional Scholarship Program, Foreign Language Assessment Program, General Classification Board, Degree Specific Program, Late Graduate Program, Cross-Commissioning Program, Graduate School Program, and Disenrollee Program. Manages cadet classification processes and is the final authority for cadet assignments. In-processes new cadet classes and prepares all personnel record groups for the graduating class. Manages the Cadet Career Information and Education Program. Accomplishes cadet disenrollment actions to include out-processing, discharge/separation for voluntary resignations, and involuntary dismissals. Participates in joint forums with HQ USAF, AFPC, Reserve Officer Training Corps, and Officer Training School to discuss Air Force officer accession issues.

3.13. Intelligence, Surveillance and Reconnaissance (ISR) (A2):

3.13.1. Oversees all intelligence related activities performed at USAFA. ISR roles and responsibilities are performed as an additional duty by the Senior Intelligence officer assigned to USAFA and is not an official HQ staff organization.

3.13.2. Attends USAFA Corporate Structure meetings as required.

3.14. Operations and Analysis (A3/9):

3.14.1. Provides MAJCOM-level approval, oversight, apportionment decisions, and tasking authority for events and operations. Integrates institutional efforts by directing, monitoring and assessing events, operations, and strategic plans to support commanders' decision cycles and ensures alignment with institutional priorities. Ensures objective research, analysis, assessment and recommendations are developed to support decision makers at appropriate levels across the institution.

3.14.2. Issues orders and directives on behalf of the Superintendent to align mission execution. Assigns ME supported and supporting roles, apportions and assigns ME contributions, and issues planning and execution orders for institutional, cross-ME events and operations. Adjudicates, deconflicts, and approves other proposed events and operations. Facilitates communication during execution with senior USAFA leadership. Establishes and maintains a USAFA master calendar of events. Coordinates on USAFA plans and ensures lessons learned are incorporated into the planning cycle. Represents HQ USAFA on the Crisis Action Team for contingencies, emergencies and exercises.

3.14.3. Manages USAFA's airmanship program and the utilization of rated staff officers as the Office of Primary Responsibility for the USAFA airmanship program policies and resourcing. The airmanship program seeks to educate, inspire, and train cadets regarding rated career fields including pilot, combat systems officer, air battle manager, and remotely piloted aircraft. It includes, but is not limited to the Airmanship Experience Model which integrates, aligns, and sequences academic courses, professional military education, and flying courses for rated officer exposure. Coordinates with HQ AETC regarding AETC-executed airmanship courses including aircraft procurement and modernization, training devices procurement and modernization, syllabus development, courseware development, and government contracts supporting operations. Corresponds

and coordinates with both 10 ABW and 306th Flying Training Group (FTG) regarding USAFA airfield/auxiliary airfield support requirements and improvement initiatives. Manages the Program Requirements Document inputs and adjustments. Manages the Rated Staff Allocation Plan. Approves assignment of API 3, 4, 6 and 8 codes for all rated officer positions. Determines aircraft assignment for all Lt Col and below API 6 and 8 rated officers. Approves flying related waiver requests. Determines the eligibility of cadets for rated assignments.

3.14.4. Performs research, studies and analysis to provide data to the Superintendent, USAFA senior leaders, and MEs. Provides empirical strategies, instruments, and processes to collect, analyze and report current and historical information to assess USAFA mission accomplishment. Manages the integration and execution of USAFA's institutional effectiveness assessment and associated metrics in coordination with MEs. Administers Institutional Review Board to ensure compliance with Human Research Protection Office standards. Provides actionable data to decision makers at all levels of USAF, DoD, and the U.S. Government by collecting, reporting, maintaining and analyzing cadet data.

3.15. Logistics, Engineering, and Force Protection (A4):

3.15.1. Provides MAJCOM-level oversight of Logistics, Engineering, and Force Protection programs supporting USAFA. Serves as USAFA's primary interface with HQ USAF and Air Force Installation and Mission Support Center (AFIMSC) program managers. Develops and issues policies, provides guidance, evaluates program performance, oversees resources, and completes POM planning, programming, budgeting and analyses in coordination with HQ USAF and AFIMSC. Validates, prioritizes, and advocates for mission-related Logistics, Engineering and Force Protection requirements based on the Superintendent's strategy, priorities, and operational objectives.

3.15.2. Advocates for resources needed for all USAFA activities associated with materiel management, vehicle management, fuels management, transportation, cadet logistics, deployment and distribution, test, measurement, and diagnostic equipment, civil engineering and security forces. Provides policy and oversight for all aspects of equipment, fuels, vehicle and materiel management. Provides command policy and guidance for deployment planning and execution, including support agreements management. Oversees facility and infrastructure sustainment, restoration and modernization. Advocates for Civil Engineer programs to include Privatized housing; dormitory management; Facility Operations, Military Construction; Sustainment, Restoration, and Modernization, and Demolition; NAF construction; and Unspecified Minor Construction (P-341). Serves as design manager and construction manager on all private and third party funded projects. Provides MAJCOM-level review and submission of facility project programming documents. Provides policy and direction for campus development initiatives, cultural resource management, sustainability, and privately funded capital projects. Serves as Contracting Officer Representative and oversees Cadet Support Contract.

3.15.3. Advises the Superintendent and senior leaders on the strategic management of security resources, producing a unified and integrated Security Enterprise. Provides policy guidance, evaluates program performance, advocates for resources and conducts

planning, programming, budgeting and analyses for security programs for USAFA. Provides policy and guidance for Law Enforcement, Combat Arms programs, Force Protection Condition (to include FPCON approval authority), Military Working Dog Program, and USAFA Antiterrorism Program.

3.16. Strategic Plans, Programs, Requirements, Development and Engagement (A5/8):

3.16.1. Provides strategic plans and programs, leads the development of USAFA-wide capability and requirement functions, integrates efforts across USAFA, and conducts development and strategic engagement opportunities.

3.16.2. Provides capability and requirements functions at USAFA. Manages the requirements generation and validation processes in major USAFA materiel (acquisition and procurement) and non-materiel solutions; provides necessary project and change management support. Ensures initiatives are fully vetted for funding, manpower, and policy alignment.

3.16.3. Coordinates, publishes, and manages the USAFA Strategic Plan. Manages USAFA's POM resource programming process. Oversees and coordinates USAFA plans.

3.16.4. Manages USAFA gift funds process and acts as the liaison with supporting foundations/organizations. Responsible for the USAFA memorialization/recognition program. Conducts and develops strategic engagement opportunities with the community for USAFA.

3.16.5. Facilitates institutional and policy alignment with USAFA, HQ USAF, and DoD. Facilitates integration and alignment of processes across all MEs.

3.17. Communications (A6):

3.17.1. Serves as the Chief Information Officer for USAFA. Provides guidance and oversees compliance with Communications and Information (C&I) related federal laws to include the Clinger-Cohen Act, Federal Information Systems Management Act, Freedom of Information Act (FOIA) and Privacy Act; and implementation, interpretation, and compliance of DoD, and HQ USAF policies. Develops and implements USAFA policies pertaining to all aspects of Communications and Information. Provides policy, guidance, and strategic planning and programmatic oversight for USAFA enterprise-wide Communications and Information services and systems in support of the Program Executive Officer (USAFA/CC). Serves as central authority over USAFA IT/IM portfolios, investment and acquisition processes, programs and budgets, and influences the investment process to ensure capital expenditures remain aligned with USAFA strategy, priorities, mission and capabilities.

3.17.2. Serves as the USAFA Chief Architect for the USAFA cyber-enterprise and provides oversight, analysis and policy guidance to ensure compliance with standards for developing, maintaining and implementing integrated and interoperable IT/IM architectures, services and systems across USAFA. Manages all MAJCOM-level and Wing-level aspects of the USAFA Cybersecurity program. Performs the responsibilities as the Authorizing Official Designated Representative (AODR) for all IT Systems in the Cadet Lifecycle Management Portfolio and AODR and Security Control Assessor (SCA)

for all IT systems in the USAFA IT Enterprise on behalf of the USAFA Authorizing Official or Designated Accrediting Authority. Serves as the USAFA “Senior Communicator,” Communications and Information functional authority and USAFA Cyber and C&I functional manager for military and civilian career fields. Provides guidance for the training and development of the USAFA Cyber and C&I workforce to ensure they possess the skills necessary to deliver the capabilities to meet USAFA mission requirements. Establishes and provides oversight and guidance for USAFA Records Management and Civil Liberties Offices and ensures USAFA compliance with Federal Register requirements.

3.18. Character and Leadership Development (AC):

3.18.1. Serves as the character and leadership development focal point for USAFA; integrates and enhances USAFA-wide contributions to the essential mission of developing officers of character. In support of institutional strategic goals, enhances USAFA-wide efforts to exemplify the Air Force core values of integrity, service and excellence. Aligns and supports professional development of all who interact with cadets and reinforces character and leadership programs within the 4000+ Cadet Wing.

3.18.2. Schedules, facilitates, and executes selected character and leadership development activities for USAFA faculty, staff, visitors, and the Cadet Wing, including the National Character and Leadership Symposium and other Profession of Arms-related events. Plans and executes special events in support of USAFA priorities. In conjunction with appropriate outside agencies, logistically supports USAFA-approved events occurring in Polaris Hall such as military awards and commissioning ceremonies, cadet development programs, visitor conferences or summits, and other interactive activities.

3.18.3. Provides USAFA-wide integration of character and leadership development concepts and programs, strengthens strategic partnerships with external agencies such as the Profession of Arms Center of Excellence (PACE), Air University, and HQ USAF. Develops and/or facilitates USAFA staff and faculty professional development curriculum and activities. Facilitates integration of officer development processes across all MEs. Explores issues and initiatives to pursue multiple “Pathways to Excellence” in achieving the USAFA mission. Generates and shares research, assessment and understanding of “Best Practices” to guide USAFA in its development of officers of character through identifying and pursuing character and leadership questions of importance. Conducts substantive liaison with other federal service academy Character and Leadership (C&L) centers, and with domestic and international university C&L programs. Publishes the Journal of Character & Leadership Integration and other character- and leadership-related research as appropriate. Supports departmental Visiting Scholars, Fellows, Researchers and foundation relations. Maintains interface with the Commandant of Cadets. Serves as a consultant on character and leadership related issues for the Commandant of Cadets.

3.19. Communications and Outreach (CM):

3.19.1. Serves as the chief strategic communications and outreach officer at USAFA, advising the Superintendent, senior staff, MEs, and external leaders on all matters relating to internal and external communications, public outreach, institutional identity, corporate reputation, recruiting, marketing, and communications plans, programs and

activities for USAFA. Provides strategic oversight and ensures integration of all command strategic communications, public affairs operations, marketing, branding and similar communications efforts across multiple MEs. Responsible for analyzing best practices in the industry and developing and executing comprehensive, multidisciplinary communications strategies involving work in multiple communications disciplines including content creation, design, digital work, branding, trademarking and more. Both internal and external strategies are executed in a proactive industry-leading manner with innovative, performance driven results.

3.19.2. Responsible for developing the USAFA national marketing strategy to engage audience of affiliated and interested persons and leverages them for the overall benefit of USAFA. Markets to be engaged include, but aren't limited to, retirees, alumni, parents (and other extended families), current faculty and staff, cadets, active duty Air Force personnel and local community members to establish a powerful, on-brand and on-message force that is mobilized as necessary. Responsible for developing, maintaining and ensuring institutional compliance of the USAFA Brand Guide. Serves as USAFA's trademark office. Manages and executes USAFA's community relations and outreach, visitor experience programs to include management of the USAFA Visitor Center. Supports Admissions by integrating marketing strategies, actively pursuing engagements for USAFA speakers throughout the country, scheduling performances by cadet performing units, and providing tours of USAFA to select groups and individuals. Creates and disseminates internal and external communications products, and selects appropriate messages and channels to inform USAFA members and their family members, cadets, retirees, appropriated fund and non-appropriated fund (NAF) employees, and contractors of policies, programs, events, and decisions at USAFA and throughout the Air Force. Establishes base Visual Information (VI) policies and procedures and provides VI services IAW Secretary of the Air Force, and Air Force Network Integration Center directives and policies, and AFI 35-109, *Visual Information*. Manages the historical artifacts program as well as cadet parents and alumni outreach programs.

3.19.3. The USAFA Band supports the Air Force and USAFA by providing world-class music to help develop officers of character, assist USAFA recruiting, perform for ceremonies and Airman Morale events in a 7-state area of responsibility, and represents USAFA throughout the United States.

3.19.4. Serves as the custodian of the USAFA's static aircraft displays and historical artifacts. Serves as office of primary responsibility for the USAFA's cadet awards programs. Operates as liaison with the parent and graduate communities, arranging events and facilitating information flow.

3.20. Financial Management and Comptroller (FM):

3.20.1. Serves as the chief financial officer to the Superintendent, staff, and subordinate units. Directs and controls financial operations of USAFA and monitors Non-Appropriation Fund Instrumentality compliance with HQ USAF and DoD guidance. Serves as USAFA's focal point for all audits and the Managers' Internal Control Program.

3.20.2. Develops execution-year financial strategies for approval through the USAFA corporate process, presents budget requirements to higher headquarters and monitors budget execution. Establishes accounting procedures, enforces USAF and DoD policies, and provides accounting functions for the installation including tenant customers.

3.20.3. Provides a full range of financial customer services to include Cadet Pay, Military Pay, Civilian Pay and Travel Pay. Enforces compliance with HQ USAF and DoD travel and pay policies.

3.21. Chaplain (HC). Advises the Superintendent and senior leadership on religious matters, ethical leadership, morale, quality of life, and pastoral care. Responsible to the Superintendent for Chaplain Corps personnel, operations and resources ensuring the free exercise of religion for cadets, cadet candidates and active duty personnel and their families assigned to USAFA.

3.22. History (HO). Serves as the primary historical advisor to the Superintendent and senior leadership; directs and supervises the USAFA Historical Program; collaborates on all matters of Lineage and Honors and Heraldry at USAFA; produces the annual Official History of USAFA; provides heraldry, heritage and historical research services.

3.23. Inspector General (IG):

3.23.1. Advises the Superintendent and senior leaders on the readiness, effectiveness, efficiency, compliance and the state of discipline of USAFA. Responds to the Secretary and Chief of Staff of the Air Force on inspections, IG investigations, complaints, and fraud, waste and abuse. Makes inquiries into and reports on the readiness, effectiveness, efficiency, compliance and the state of discipline of USAFA organizations. Serves as the liaison between the DoD IG, SAF/IG, Air Force Inspection Agency (AFIA) and USAFA on all IG matters.

3.23.2. Responsible for planning and executing the Superintendent's inspection program IAW AFI 90-201, *The Air Force Inspection System*. **NOTE:** 10 ABW is responsible for executing their Commander's Inspection Program IAW AFI 90-201. Serves as the USAFA functional area manager for the installation self-assessment program. Serves as the USAFA liaison with SAF/IG and AFIA on Gatekeeper, Management Internal Control Toolset, Inspector General Evaluation Management System (IGEMS), Special Interest Items, Wounded, Ill & Injured and other MAJCOM-level IG inspection functions as designated by AFIA. Executes the Air Force Complaints Resolution Program for USAFA IAW AFI 90-301, *Inspector General Complaints Resolution*. Manages Congressional Communications for Congressional Complaints between SAF/LL and USAFA IAW AFI 90-401, *Air Force Relations with Congress*. Serves as the USAFA liaison with the DoD IG, SAF/IG, and SAF/LL for Congressional Complaints. Develops and executes educational and information guidelines for USAFA personnel on how to use the IG system and the Air Force policy on reprisal and restriction. Develops and executes IG education training for commanders and civilian leaders on various aspects related to the Complaints Resolution Process.

3.24. Information Protection (IP). Responsible for IP, Insider Threat and Foreign Disclosure policy and programs supporting a converged IP environment that includes all aspects associated with the protection of sensitive, controlled and classified information. Manages security clearances, background investigations and unit security manager training.

3.25. Staff Judge Advocate (JA):

3.25.1. Primary legal advisor to the Superintendent, the Commandant of Cadets, the Dean of Faculty, the Director of Athletics, Preparatory School Commander, 10ABW/CC, 306FTG/CC, and other agencies, staffs and tenant units.

3.25.2. Provides legal services required by USAFA commanders/directors and staff agencies.

3.25.3. Advises USAFA commanders/directors on disciplinary matters, prepares charge sheets and assists in preparing nonjudicial punishment actions; provides legal advice and assistance to Security Police and Air Force Office of Special Investigations personnel; and provides advice to commanders and investigating officers on all investigations conducted under a commander's inherent authority or under regulation.

3.25.4. Acts as Air Force liaison with the US Attorney and other federal, state and local legal departments, administrative agencies and judicial bodies; represents Air Force interests in utility rate matters; supports command and represents Air Force interests in environmental and civilian labor matters.

3.26. Public Affairs (PA):

3.26.1. Serves as the principal advisor to the Superintendent and senior staff on all matters relating to public affairs, including policy formulation and the potential public reaction to proposed policies, activities, and operations.

3.26.2. Develops communication strategies to support wing and HQ USAF priorities.

3.26.3. Plans, organizes, directs and assesses the execution of a comprehensive PA program integrating activities and PA resource management elements in support of the Superintendent's priorities, unit mission and organizational objectives.

3.27. Contracting (PK):

3.27.1. Principal advisor on contracting and acquisition matters to the Superintendent and staff.

3.27.2. Serves as the USAFA's Senior Contracting Official (SCO) for all Contracting Activities.

3.27.3. Provides guidance and functional oversight sufficient to create a contracting environment where contracting actions are properly planned; based on sound business judgment; and comply with all applicable laws, executive orders and regulations.

3.28. Directorate of Admissions (RR):

3.28.1. Plans and executes all aspects of the USAFA college admissions process to meet officer accessions requirements of USAFA and the USAF IAW 10 U.S.C. 9342, *Cadets: appointment; numbers, territorial distribution*.

3.28.2. Trains and equips the USAFA and Admissions Liaison Officer outreach and recruiting force; attracting, recruiting, mentoring, diverse prospects with robust outreach and marketing strategies; counseling, mentoring, and evaluating eligible applicants for appointment consideration; administering the selections and appointment process.

3.28.3. IAW 10 U.S.C. 9342; manages the USAFA interface with Members of Congress and their respective nominations process and the military affiliated nominations as related to 10 U.S.C. 9342 congressional nominations requirements; and processing appointees to become cadets.

3.29. Safety (SE):

3.29.1. Serves as the principle safety advisor to the Superintendent, senior staff, MEs, unit commanders, and directors. Provides guidance on mishap prevention, hazard abatement and risk mitigation.

3.29.2. Designated as the MAJCOM-level, DRU and installation safety office as defined in AFI 91 - Safety Series policy documents.

3.29.3. Conducts or oversees mishap investigations involving USAFA personnel.

3.29.4. Manages the installation occupational and explosives/weapons safety programs.

3.29.5. Liaises with the 306 FTG Safety office on aviation safety matters.

3.30. Surgeon General (SG). The Surgeon General roles and responsibilities are performed as an additional duty by the 10th Medical Group Commander and his/her staff and is not an official HQ staff organization. Provides counsel to the Superintendent, Commandant, and other senior Air Force leaders on medical considerations influencing planning, programs, and policy for cadet related matters.

4. Delegations of Authority:

4.1. The Superintendent delegates the following authorities. These delegations concern only the authorities of the Superintendent and do not impact the authorities of other commanders at USAFA.

4.1.1. The Vice Superintendent (CV) is delegated by the Superintendent:

4.1.1.1. Non-judicial punishment authority and nonjudicial punishment appellate authority for individuals not under the authority of the Commandant of Cadets or the Dean of Faculty. (AFI 51-202, *Nonjudicial Punishment*, paragraph 2.8.).

4.1.1.2. Demotion authority and demotion appellate authority for CMSgt and below. (AFI 36-2502, *Enlisted Airman Promotion/Demotion Programs*, paragraph 16.2.2.).

4.1.1.3. Authorized Institutional Official for the USAFA Institutional Review Board (IRB). (DoDI3216.02_AFI 40-402, *Protection of Human Subjects in Research*).

4.1.1.4. Initial Denial Authority for FOIA Requests at USAFA. ((DoD Regulation 5400.7-R AFMAN 33-302, *Freedom of Information Act Program*, paragraph C1.4.6. and AFI 33-332, *Air Force Privacy and Civil Liberties Program*, paragraph 2.14.2.).

- 4.1.1.5. Installation Commander Responsibilities concerning SAPR. (DoDI 6495.02, *Sexual Assault Prevention and Response Program Procedures*, dated 7 July 2015, AFI 90-6001, *Sexual Assault Prevention and Response Program*, and USAF/CVS Exception to Policy to AFI 90-6001 Memo, dated 21 Jun 2015). However, 10 ABW/CC has the authority to approve/deny expedited transfer requests from members assigned to 10 ABW and the Commandant of Cadets has the authority to approve/deny expedited transfer requests from members assigned to the Cadet Wing.
- 4.1.1.6. Supervisory authorities of SARC. (DoDI 6495.02, *Sexual Assault Prevention and Response Program Procedures*, AFI 90-6001, *Sexual Assault Prevention and Response Program*, and USAF/CVS Exception to Policy to AFI 90-6001 Memo, dated 21 Jun 2015). However, the SARC shall have direct, unimpeded access to the Superintendent IAW DoDI 6495.02.
- 4.1.1.7. Authority to resolve Equal Employment Opportunity (EEO) disputes for all EEO Negotiated Settlement Agreements (NSA). In accordance with 29 C.F.R. Part 1614 and the Equal Employment Opportunity Commission Management Directive (EEO-MD-110I), Section V, Delegation of Authority to Resolve Disputes.
- 4.2. The Director, Operations and Analysis (HQ USAFA/A3/9) is delegated by the Superintendent:
- 4.2.1. The authority to task MEs mission elements and HQ staff directorates for mission and operational requirements via coordinated orders.
- 4.2.2. The authority to prioritize and approve events, ceremonies, observances, operations, visits, reunions, and other occasions to ensure alignment with the Superintendent's goals and objectives.
- 4.2.3. The approval authority for installation commander-level Unmanned Aircraft System (UAS) missions, to include but not limited to research or training events.
- 4.3. The Chief Information Officer (HQ USAFA/A6) is delegated by the Superintendent, the Initial Denial Authority for FOIA requests at USAFA. ((DoD Regulation 5400.7-R AFMAN 33-302, *Freedom of Information Act Program*, paragraph C1.4.6. and AFI 33-332, *Air Force Privacy and Civil Liberties Program*, paragraph 2.14.2.).
- 4.4. The Comptroller (USAFA/FM) is delegated by the Superintendent the authority to cite and certify Air Force Funds. (DoDFMR Vol 14 and DFAS-DE 7010.5-R). This delegation includes the authority to appoint and the responsibility to train Funds Certifying Officers. (DoDFMR Vol 14, 020401.B.3.).
- 4.5. The Inspector General is delegated by the Superintendent:
- 4.5.1. Initial Denial Authority for FOIA requests concerning IG records only. (DoD Regulation 5400.7-R, AFMAN 33-302, *Freedom of Information Act*, paragraph C1.4.6. and AFI 33-332, *Air Force Privacy and Civil Liberties Program*, paragraph 2.14.2.).
- 4.5.2. Authority to close critical and significant USAFA/IG identified deficiencies in Inspector General Evaluation Management System (IGEMS). (AFI 90-201, *The Air Force Inspection System*, paragraph 2.19.10.3.1.)

4.6. Staff Judge Advocate (SJA) and all Assistant SJAs assigned to the Office of the SJA, USAFA, are delegated by the Superintendent:

4.6.1. Authority to receipt for court-martial charges, authenticate the referral of court-martial charges, authenticate court-martial convening orders, promulgating orders for this general court martial jurisdiction, and perform all other military justice administrative duties not requiring my personal attention. (AFI 51-201, *Administration of Military Justice*, paragraph 11. 1.1.).

4.6.2. Authority to detail personnel to take depositions under Article 49, Uniform Code of Military Justice.

4.6.3. Authority to appoint a government representative, reporter, or interpreter in Article 32 preliminary hearings. (Rule for Courts-Martial 405).

4.6.4. Authority to excuse, without cause, court members detailed to general and special courts-martial convened by the Superintendent. This authority is limited to the excusal of no more than one-third of the members detailed to the court-martial and only prior to assembly of the court. (Rule for Courts-Martial 505(c)(i) and AFI 51-201, *Administration of Military Justice*, paragraph 5.10.).

4.6.5. Authority to sign for the Superintendent on a Pretrial Agreement after the Superintendent gives verbal authorization. (Rule for Courts-Martial 705(d)(3) and AFI 51-201, *Administration of Military Justice*, paragraph 8.7.).

4.6.6. The duties and responsibilities of the Local Responsible Officer for the Victim Witness Assistance Program (VWAP). These may be further delegated to the VWAP Coordinator. (AFI 51-201, *Administration of Military Justice*, paragraph 7.7.).

4.6.7. Authority to approve Government or Defense witness requests, in full. Partial approvals and denials of witness requests must still be acted upon by the Superintendent.

4.6.8. Authority to place a convicted member into post-trial confinement. (Rule for Courts-Martial 1101 (b)(2)).

4.6.9. Authority to authenticate court-martial promulgating orders to paralegals in the grade of master sergeant and above assigned to the HQ USAF/JA.(AFI 51-201, *Administration of Military Justice*, paragraph 11.1.1 and figure 11.1.).

4.6.10. Authority relating to the approval of international exchange personnel pursuant to AFI 16-107, *Military Personnel Exchange Program (MPEP)*.

4.7. The Director of Admissions (USAFA/RR) is delegated by the Superintendent the Waiver Authority for Pre-service Drug Use. (AFI 36-2002, *Regular Air Force and Special Category Accessions*, Attachment 3, dated 7 April 1999). As part of this delegation, the Director of Admissions will meet with the Superintendent and summarize the waiver decisions from the previous admissions cycle.

4.8. The Director of Safety (USAFA/SE) is delegated by the Superintendent, the authority to grant extensions to mishap investigation timelines. (USAFA Supplement to AFI 91-204, *Safety Investigation and Reports*, paragraph 5.2.).

4.9. The 10 ABW/CC is delegated by the Superintendent, the Initial Denial Authority for FOIA requests concerning ABW records only. (DoD Regulation 5400.7-R_AFMAN 33-302, *Freedom of Information Act*, paragraph C1.4.7. and AFI 33-332, *Air Force Privacy and Civil Liberties Program*, paragraph 2.14.2.).

4.10. The 10 CES/CC, as the Base Civil Engineer (BCE), is delegated by the Superintendent O&M project approval authority for USAFA Repairs up to \$4,500,000 and for Unspecified Minor Construction Projects up to \$900,000 in total cost. This authority may be further delegated, if desired. All USAFA Repair and Unspecified Minor Construction Projects using O&M appropriations exceeding \$250,000 in total cost require additional approval for contract modifications when the cumulative project modification exceeds 15% of the originally approved award amount, or the cumulative modification costs exceed \$1.0M. If a contract modification meets one or both of the above thresholds, the modification must be reviewed and approved by the Installation Facility Board (IFB).

4.11. The Commandant of Cadets (CW) is delegated by the Superintendent the Operational Control (OPCON) of cadets.

4.12. The Director of Athletics (AD) is delegated by the Superintendent the final authority and direct accountability for USAFA's NCAA rules compliance. The Assistant Athletic Director for NCAA Compliance is delegated by the Superintendent the authority to certify the eligibility of USAFA student athletes. (Bylaw 12.10.1. of the NCAA Division 1 Manual).

4.13. The delegations listed above are the only authorities delegated by the Superintendent and may not be further delegated unless specified. These delegations supersede any and all delegation memos. Additional memoranda may further describe the aforementioned delegations, but may not alter the delegated authority.

4.14. Requests for additional delegations of authority must be made through USAFA Executive Administration (USAFA/DSEA) to the Superintendent. Any delegations of authority memorandums signed, following the publication of this Mission Directive, will be maintained by USAFA/DSEA and incorporated into subsequent revisions of this Mission Directive.

MICHELLE D. JOHNSON, Lieutenant General,
USAF
Superintendent, United States Air Force Academy

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

- AFI 16-107, *Military Personnel Exchange Program (MPEP)*, 2 February 2006
- AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 12 January 2015
- AFI 33-360, *Publications and Forms Management*, 1 December 2015
- AFI 36-2002, *Regular Air Force and Special Category Accessions*, 7 April 1999
- AFI 36-2502, *Enlisted Airman Promotion/Demotion Programs*, 12 December 2014
- AFI 38-101, *Air Force Organization*, 31 January 2017
- AFI 51-202, *Nonjudicial Punishment*, 31 March 2015
- AFI 51-201, *Administration of Military Justice*, 21 April 2015
- AFI 90-201, *The Air Force Inspection System*, 26 January 2017
- AFI 90-301, *Inspector General Complaints Resolution*, 27 August 2015
- AFI 90-401 *Air Force Relations with Congress*, 4 June 2012
- AFI 90-6001, *Sexual Assault Prevention and Response Program*, 21 May 2015
- AFI 91-204 USAFASUP, *Safety Investigations and Reports*, 8 April 2015
- AFMAN 33-363, *Management of Records*, 1 March 2008
- AFPD 38-6, *Mission Directives*, 23 December 2014
- 10 U.S.C. 9334, United States Code, *Command and supervision*, 27 July 2015
- 10 U.S.C. 9342, United States Code, *Cadets: appointment; numbers, territorial distribution*, 25 November 2015
- 10 U.S.C. 9349 United States Code, *Cadets: organization; service; instruction*, 27 July 2015
- DoDI13216.02 AFI 40-402, *Protection of Human Subjects and Adherence to Ethical Standards in Air Force Supported Research*, 10 September 2014
- DoDI 6495.02, *Sexual Assault Prevention and Response Program Procedures*, dated 7 July 2015
- DoD Regulation 5400.7-R AFMAN 33-302, *Freedom of Information Act Program*, 22 April 2016

Adopted Forms

- AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

- 10 ABW**—10th Air Base Wing
- 306 FTG**—306th Flying Training Group

AF—Air Force

AFAAA—Air Force Academy Athletic Association

AFI—Air Force Instruction

AFIA—Air Force Inspection Agency

AFIMSC—Air Staff and Air Force Installation and Mission Support Center

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFPAM—Air Force Manual

AODR—Authorizing Official Designated Representative

CCD—Culture Climate and Diversity

C&I—Communications and Information

COI—Course of Instruction

CSS—Commander’s Support Staff

DoD—Department of Defense

DRU—Direct Reporting Unit

FOIA—Freedom of Information Act

FPCON—Force Protection Condition

HHQ—Higher Headquarters

HAF—Headquarters Air Force

HQ USAFA—Headquarters United States Air Force Academy

IG—Inspector General

IAW—In Accordance With

IM—Information Management

IP—Information Protection

JA—Judge Advocate

LL—Legislative Liaison

MAJCOM—Major Command

ME—Mission Element

NAF—Non-appropriated fund

NCAA—National Collegiate Athletic Association

OPR—Office of Primary Responsibility

PA—Public Affairs

POM—Program Objective Memorandum

SAPR—Sexual Assault Prevention and Response

SARC—Sexual Assault Response Coordinator

UAS—Unmanned Aircraft System

USAFA—United States Air Force Academy

U.S.C— United States Code

VA—Victim Advocate

VI—Visual Information

VWAP—Victim Witness Assistance Program

Terms

Supported Commander—In the context of a support command relationship, the commander who receives assistance from another commander's force or capabilities, and who is responsible for ensuring that the supporting commander understands the assistance required.

Supporting Commander—In the context of a support command relationship, the commander who aids, protects, complements, or sustains another commander's force, and who is responsible for providing the assistance required by the supported commander.

Attachment 2
 ORGANIZATION CHART

Figure A2.1. ORGANIZATION CHART.

